



# WORKFORCE *vision*

ACCOUNTABILITY • EFFICIENCY • RESULTS

A Newsletter for County of Orange Employees • Volume 2, Issue 1. February 2003

## Leadership CORNER



**Tom Wilson,**  
Chairman of the  
Board of Supervisors

*"I know the price of success: dedication, hard work, and an unrelenting devotion to the things you want to see happen."*

*-Frank Lloyd Wright*

**F**rank Lloyd Wright's quote exemplifies what we need to do in the County in order to reach our goal of excellent government. To achieve success, it will undoubtedly take hard work and dedication.

I recognize that we are in both challenging and changing times. However, with change comes new opportunities. It is my goal as the new Chairman of the Board to reestablish a government that is accountable, responsible, compassionate, thoughtful, and yet unafraid to make the tough calls in a timely fashion.

The circumstances we confront demand the strongest leadership and vision throughout the County organization, especially at the top. We are pleased to bring on Interim CEO, Mr. Jim Ruth who has a wealth of experience in local government, and will help us get back on track with the business of the County.

Our goal at the County boils down to good government. It means becoming more effective, accepting accountability, introducing efficiencies, becoming increasingly responsive, and certainly accessible. The only answer to creating good government is to do some bureaucracy busting – we will have to depend upon our staff to tell us how to get the job done...And how to get it done better.

Leadership occurs at every level in the County. All of the Departments have on staff a number of talented individuals. Some shine and rise to the top and are recognized, some have quiet talents who consistently produce great work. Together, we have incredible spirit and opportunity for innovation and creative solutions. I'm proud of the dedicated men and women who have worked hard to ensure safe streets, healthy children, good public services, accessible legal systems, and timely emergency response.

The County will continue to work on ways to improve and protect our most valuable asset, our quality of life. Our environment, our jobs, our

recreation opportunities - where we live, work and play. Part of the leadership we need to strive for will not only maintain our quality of life, but make it better. I'm certain that we have our priorities straight – and we will emerge stronger and better for it.

I am going to ask the County family to NOT approach the coming months, or even the next couple of years, with our heads bent low or with heavy hearts. Rather, I ask that we all enter this formidable fiscal storm with heads held high, with a fresh spirit, and with an attitude that says "whatever it is that may darken our door, we can beat it!" It's true, we do face uncertain times – we will face them together – as a team.

I would like to thank all of the County staff who have excelled in the past year. I know we're up to the year ahead of us, and thank you in advance for your continued commitment and unwavering determination. Keep up the good work!!

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## Making it **REAL**

### COURAGE AND INTEGRITY IN THE FACE OF CHALLENGE

*Employees are constantly faced with moral and ethical dilemmas in the workplace. Having courage and integrity will help guide your decisions especially during challenging times.*

#### **Integrity...**

- ▶ Involves being honest and telling the truth, and not withholding the truth by simply not speaking up when the situation demands speaking out.
- ▶ Is keeping your word to customers, employees, and vendors.
- ▶ Creates the willingness in people to trust and follow you.
- ▶ Begins by leading by example and making the right decisions.
- ▶ Is passionately embracing your vision and values and unflinchingly holding to them.
- ▶ Is making morally and ethically right decisions regardless of cost or difficulty.

#### **Courage...**

- ▶ Is demonstrated most when you have to make tough decisions. It takes courage to decide to do what's right.
- ▶ Is of utmost importance in maintaining integrity. It is no accident that the root word of courage comes from the Latin for "heart." It is not surprising then that we find courage to be at the heart of all leadership traits.
- ▶ Is holding to what is right and speaking the truth, even in the face of opposition.
- ▶ Is unwaveringly holding to a clear vision in the face of doubt.
- ▶ Is speaking the truth even in the face of challenges.

-Adapted from "The Leader's Way" by Marie J. Kane  
Competitive Edge Magazine

### BUILDING COURAGE AND INTEGRITY

*Courage is the ability to do what needs to be done. Integrity is the ability to do the right thing. These two principles are important to developing as a leader. As with anything we do, integrity and courage take practice.*

#### **To demonstrate integrity, you need to:**

**Articulate and uphold principles** and values that you believe in. Recall them from your upbringing and take cues from other leaders you respect.

**Focus on what is right.** Take responsibility for exercising judgment and balancing competing interests toward an overall goal.

**Take the high road** whenever possible. Lead by example what you expect of others as well as yourself.

**Be honest** with yourself and learn from your mistakes. Nothing is more important to continuous self-improvement.

#### **To build courage, you must:**

**Dedicate yourself to providing outstanding service** to customers and employees.

**Draw strength from others.** We're all human – don't be afraid to lean on others when you need to.

**Sense the right timing.** Know the times when courage will have a multiplying effect and inspire bravery in others.

**Know when to confront barriers.**

-Adapted from Christopher Hoenig author of The Problem Solving Journey: Your Guide to Making Decisions and Getting Results, Perseus Publishing, 2000

*of dedicated, public-spirited individuals...*

## LEADING DURING UNCERTAIN TIMES



*At a time when we can be certain only of continuous change, effective leaders are those who are called upon to help lead during uncertainty. During these challenging times, leaders need to remember the “6 Principles for Leading During Uncertain Times.”*

### 1. Live with integrity and lead by example

Integrity is the internal sense of right and wrong that guides everything a successful leader does. Living with integrity and leading by example build the kind of trust that is critical in successful organizations. Remember, employees will take notice when you promote and follow a set of clear and enduring principles.

### 2. Develop a winning strategy

A leader must develop a winning strategy based on the organization's values and customer needs. The key is to build on the core things that the organization truly does best – and bridge this to what matters most to customers.

### 3. Build a great team

One person cannot do everything. The best business leaders nurture highly successful management teams built around complementary skills and shared values.

### 4. Inspire employees to achieve greatness

Successful leaders know how to tap into employees deepest

motivations and desires by emphasizing the higher purpose of the organization. Great leaders also empower workers by being supportive and trusting their judgment. There are a lot of fresh ideas and solutions available, if you encourage employees to think creatively.

### 5. Promote flexibility and responsiveness

With information technology facilitating instantaneous global communications, today's successful leaders know how to break down roadblocks and outdated decision-making processes. The important thing is to have the right people solving problems -- no matter where they are located, geographically or hierarchically in the organization.

### 6. Implement consistent management systems

To be most effective, an organization's values and strategies should be reflected across all company management practices. Take a good look around your organization, and make sure your performance measurement techniques, compensation practices, and information system protocols are in line with your leadership principles.

-Adapted from “Zoom: How 12 Exceptional Companies Are Navigating the Road to the Next Economy” by James Citrin, 2002

## 5 KEYS TO BECOMING A GREAT LEADER

*What makes a great leader?*

*The answer is simple: Authenticity, Focus, Courage, Empathy, and Timing.*

### 1 Authenticity

Authenticity helps a leader build and maintain the trust of others. Authenticity also provides leaders with the currency to obtain “buy-in” and support from key stakeholders, employees, and the organization as a whole.

### 2 Focus

Effective leaders stay focused on the outcomes they want to accomplish. Leaders can help provide focus by emphasizing the mission, vision, values, and strategic goals of the organization. But more importantly, leaders need to build a structure and environment that help achieve this by encouraging creativity and innovation from employees.

### 3 Courage

The challenges facing leaders today are immense, and require great courage to overcome. Leaders are constantly being challenged by others, be it their own team, customers, or the public. Standing firm in the face of criticism, yet having the courage to admit when you are wrong, are the hallmarks of a courageous leader.

### 4 Empathy

Effective leaders know how to listen empathetically. By doing so, they promote consensus building and teamwork. The ability to listen allows leaders to capitalize on the ideas of others and provide recognition for these ideas. Remember to create a working environment that places a high value on communication, working cooperatively, and providing constant feedback.

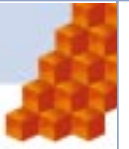
### 5 Timing

One thing that sets a leader apart from all others is knowing when to make the critical decision. Great leaders move with appropriate speed. They don't believe that everything must be done immediately....they know how to prioritize. As well, they engage in timely follow through to ensure that actions are committed to happen in a well coordinated and timely manner.

-Adapted from “The Five Key Facets of Quality Leadership” by Brian Ward from the e-book Lead People...Manage Things



STAYING *in* STEP



## Standing Together Through Tough Times

**E**very organization goes through periods of difficulty and uncertainty. The County is certainly no stranger to economic challenges. How have we gotten through these times? It's been through the dedication and commitment of employees like you that the County continues to move forward and meet the challenges of the future.

*We rise to these challenges by  
standing together, supporting one another,  
making good decisions, and upholding County values.*

*Below are some suggestions for making the road a little easier.*

### Practice good communication

When in doubt about something... ask. Talk to your supervisor one-on-one about your concerns or suggest having a meeting to discuss issues as a team. Rumors and gossip will only hurt, not help. Make sure you know the facts.

### Remain focused

Rely on our core County values: Efficiency, Accountability and Results. With every job or assignment, it is important to ask, "Am I approaching this task in the most efficient and effective way? Is there a better way to approach this task? Is this task achieving Agency or County business objectives?"

### Be positive

Remember that economic downturns are cyclical and temporary. We *will* get through this financial crunch.

### Be aware of your own emotions

Look for any signs that you might be stressed. Go for a walk, go to the gym, meditate, go to a movie – whatever best reduces your stress. Talk with friends and colleagues about your concerns and feelings. Don't hold it all inside.

### Be supportive

Your coworkers might be feeling vulnerable at this time. When we feel burdened, we often behave in ways we normally wouldn't. So, offer your support, be patient, and give your colleagues the benefit of the doubt.

### Look for solutions

Successful organizations have all employees continually looking for ways to improve products and services. Find out what needs to be done and offer your assistance.

### Be proactive

Sometimes just asking, "how can I help?" is a good start.

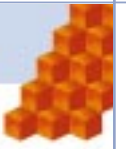
*Remember, it's all about change. Change is a natural part of life. If you want to explore leadership strategies to help you effectively deal with change, you are encouraged to participate in an upcoming self-leadership training, Bringing Out the Best in You. This exciting new program will provide you with tools to help you lead yourself and the County to excellence. See more information in the following article.*







STAYing in STEP



*To help you be successful at meeting the challenges ahead, we have developed some new workshops and training programs that will provide you with valuable tools and resources! We invite you to join us at the following events created especially for you!*

# LEADERSHIP

## LEADERSHIP AT EVERY LEVEL

Everyone is called to leadership - to be the best we can be in the way we do our jobs; in how we exert influence over others; in how we deal effectively with our supervisors; and in how we react to and implement change.

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### The Leadership Challenge: Bringing Out the Best in YOU

is a new self-leadership class designed specifically for non-supervisory, non-management County employees.

This three half-day workshop will expose you to the County of Orange's leadership philosophy and how you can put it to work for you.

#### Highlights of the workshop include:

- Matching our personal ethics with County values
- Change and how we react to it
- Formulas that can help us lead ourselves to success
- Asking power questions to get more of what we want
- Our attitude and how it influences success
- How the focus we adopt influences the choices and decisions we make

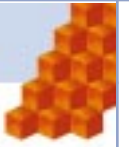


This participative, reflective, exciting workshop is a must for any County employee who is committed to being the best they can be. To enroll, coordinate with your supervisor, and then enroll online at <http://olt.ocgov.com/>. If you have trouble enrolling online, contact the training coordinator in your Agency/ Department or your Human Resources team for assistance.

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STAYING *in* STEP



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### PIP Improvement Plan Training for Supervisors and Reviewers

*Solving the Mystery of Improvement Plans* has been a huge success! This 7 1/2 hour class is designed for supervisors and reviewers who are considering using the PIP Improvement Plan process.

The training provides an understanding of:

- How to make the assessment whether an Improvement Plan is needed
- How to prepare for an Improvement Plan discussion, conduct the meeting, and collaboratively create the plan with employees
- How the County's leadership philosophy and values are key to a productive Improvement Planning process
- The ideas and tools that help us create a work environment that supports the effectiveness of Improvement Plans
- Techniques and approaches for overcoming resistance

This class is mandatory for any supervisor/reviewer considering using an Improvement Plan, and is highly recommended for any supervisor or reviewer who currently is working with an employee on an Improvement Plan. The classes are from 8:30 a.m. to 5 p.m. and are held at the Hall of Administration, 10 Civic Center Plaza, Room 169. Use the link below to enroll online. You may also contact your Agency / Department training coordinator for assistance. The classes are scheduled through 2003 and are filling up quickly - so don't delay.

Enroll at <http://olt.ocgov.com/>

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### Lead Yourself to Excellence in 2003

All are welcome to join us as we launch a new program - Morning Briefings - a two-hour training that will help you connect what you do each day with County values, leadership philosophies, and priorities.

Don't miss our first Morning Briefing, *Coding Your DNA for Success*, where we will discuss how:

- To achieve the goals that are most important to us
- Our attitude and the choices we make form our reality
- Celebrating small achievements is key to creating success

**All workshops are 8:30 a.m.-10:30 a.m. See list of remaining dates and locations below.**

#### Tues, February 25

OCPL  
1 Journey  
Community Room  
Aliso Viejo

#### Thurs, March 6

IWMD  
320 N. Flower Street  
Room 256  
Santa Ana

#### Wed, March 12

SSA  
12661 Hoover Street  
Large Conf. Room  
Garden Grove

#### Thurs, March 13

Probation  
909 Main Street  
Mezzanine  
Santa Ana

#### Wed, March 19

HCA  
2009 E. Edinger  
Room 210  
Santa Ana

#### Fri, March 21

SSA  
23330 Moulton Parkway  
Bldg B, Room 213  
Laguna Hills

#### Wed, March 26

CSA  
1300 S. Grand Avenue  
Bldg B, Room A/B/C  
Santa Ana





## LMCs – your resource for workplace change!

# Employee Ideas at **WORK!**

In October 2002, County employees submitted over 1,000 cost saving and revenue generating ideas. Since then, each LMC has been hard at work collaborating with management teams on evaluating ideas and developing implementation strategies for each Agency/Department.

Each LMC developed its own unique approach to implementing and obtaining cost saving and revenue generating ideas. We checked in with a couple of LMCs to get an up close and personal look at how the process worked and what results have been produced thus far...

Here's what we found...

**HCA's LMC** submitted a whopping 256 cost saving recommendations! To implement these recommendations, HCA's LMC developed 6 subcommittees representing each division. Each LMC subcommittee then prioritized and determined the feasibility of each idea.

### It is All About Results!

Here are just few of the accomplishments that HCA's divisions have achieved thus far:

**Animal Care:** is saving the County **\$300,000** in licensing costs due to its Audit Task Force.

**Medical and Institutional Health:** has already cut the cost of medications to released inmates by 50% and has implemented 24 other cost saving recommendations.

**Administration:** has reduced printing and purchasing costs by 9% since implementing new measures.

**...And Much More!**

We spoke with Christine Ford, HCA LMC Co-chair who proudly stated, "Our LMC's involvement in the cost saving effort doesn't stop with meetings or when the collaborating and communication process is completed. Our LMC is taking a leadership role to ensure that challenges are overcome and success, efficiency, effectiveness, accountability and anticipated results are being achieved – in short, our LMC is making it happen!"

When asked how employees were responding to the process, she added, "This is the most impressive effort I have ever experienced. The County is working together as one big team! Employees are excited about the process, and continue to stay involved in what's happening in the workplace."

**County Counsel** is a small Department - but that didn't stop them from coming up with 22 cost saving recommendations. Ten of these ideas have been implemented and the Department anticipates that the balance will be completed within the next few months.

County Counsel's LMC included all Department employees in its approach to developing implementation strategies. Through electronic communications, employees were able to vote on the items they thought were most important and collaboratively chose the priority in which the recommendations would be implemented. Awesome!

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In speaking with County Counsel's LMC Chairperson, Patti Owens, we learned that the process of working with employees was all about communication! "Most of the communication efforts occurred electronically, which worked wonders in providing feedback to employees and in keeping them involved and committed. At times my co-chair, Geoff Ritz and I did meet with staff and it was so nice to see the positive attitude and the comfort level employees had with the process. Through employee involvement in the cost saving efforts, employees have more trust that someone will listen to their ideas....it was great to be a part of the experience."

#### Working Toward a Common Goal!

Orange County employees continue to demonstrate their commitment and dedication to achieving a more efficient, accountable, and results oriented organization! It is through the excellence of our workforce that vision becomes reality and goals are achieved!

For updates on Employee Cost Saving ideas, visit:

<http://www.oc.ca.gov/hr/employeerelations/lmc>

HCA updates coming soon.

### County of Orange Mission Statement

*The County of Orange is a collection of dedicated, public-spirited individuals, who together comprise a regional service provider and planning agency committed to maximizing resources and improving the quality of life for residents in Orange County. Our core businesses are public safety, public health, environmental protection, regional planning, public assistance, social services and aviation.*

## STEP UP TO LEADERSHIP EXCELLENCE!

LEAD is a highly focused and interactive leadership course that offers County Managers and Supervisors an opportunity to explore...

**innovative approaches to leadership**  
**new leadership skills**  
**new practices for 21st century workplace challenges**

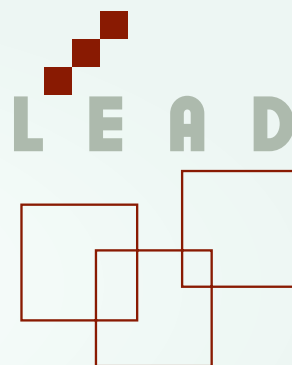
Managers and Supervisors may enroll in an upcoming class.

<http://olt.ocgov.com>

[www.OCLEAD.com](http://www.OCLEAD.com)

Julie.Thue@ocgov.com for additional information.

Keep your New Year's resolution to be a better Leader in 2003 and sign up today!



**Contact:** 714.834.4039 or [WorkForce.Vision@ocgov.com](mailto:WorkForce.Vision@ocgov.com)

